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MEMORANDUM

From: Sally Brice-O'Hara, RADM
Chairperson, Leadership Advisory Council

Reply to: CG-133
Attn of: CAPT Cunningham
(202) 267-6724

To: G-C
Thru: (1) CG-1
(2) G-CCS
(3) G-CV

Subj: FALL 2005 LEADERSHIP ADVISORY COUNCIL REPORT

1. Your Leadership Advisory Council (LAC) met at Ballston, Virginia from 6-8 December 2005. The list of attendees and the slides presented at the LAC out brief are enclosed. The Council met its intended outcomes of "staying the course" and maintaining our momentum through the work of our three subcommittees.

2. The LAC is working to improve the leadership and professional development of all Coast Guard members by emphasizing high-impact, low-cost actionable items wherever possible. In addition to participating in the semi-annual council meetings, LAC members will use their unique talents between council meetings to work on committee initiatives and facilitate improvements in the leadership development program. The three LAC subcommittees and the focus of their efforts are:

a. Leadership Development Program Subcommittee

(1) The group is revising the Leadership Development Program Commandant Instruction which was signed in December 1997;

(2) The goal is to create a comprehensive Leadership Manual, to consolidate the existing instructions, clarify roles and responsibilities with the Leadership Development Center and CG-133, and provide one-stop shopping for users. It will take 12 months to complete this manual.

b. Five Year Planning Subcommittee

(1) The group reviewed the leadership continuum and matched existing training opportunities with each of the five responsibility levels; they found reasonable matches across the leadership continuum with the exception of gaps in the mid-level supervisor level for both officer and civilian leadership.

(2) The group recommends a needs-assessment to define requirements and the best way to fill these gaps. Funds are not available to carry this initiative out in FY06; it will be scheduled for FY07 execution.

c. Leadership Content and Measures Subcommittee

(1) In response to your question from the Spring 2005 LAC out brief, Training Center Cape May curriculum was reviewed to identify how recruit training fits into the Leadership Framework. The group found a significant correlation between the recruit training objectives and leadership competencies in the "Leading Self", "Leading Others", and "Leading Performance and Change" categories.

(2) The group recommended a policy change to the Individual Development Plan (IDP) program to require mandatory participation for all first term junior officers. You expressed support for the first term enlisted requirement and for the first term junior officer requirement during the LAC out brief. These requirements were included in the new IDP Instruction of 02 February 2006.

(3) The group recommended consideration of a performance-based qualification for completion of Leadership and Management School (LAMS) prior to advancement to E-6. You expressed support of this initiative during the LAC out brief. This will be evaluated in conjunction with throughput capability to ensure advancement rates and mission readiness are not adversely affected. This review will require six months to complete.

d. In addition to the Council's recommendations, the following item was discussed at the LAC out brief:

(1) The leadership program is a system of systems and our leadership continuum addresses the work force from entry to senior levels; the recruiter piece of the system has yet to be addressed. The LAC will work with the CG Recruiting Command to tie-in the recruiting process with our leadership continuum.

3. During the meeting, the LAC reviewed and recommended changes to its current charter. The major changes to the charter would include moving the Auxiliary representative from a nominated member to a standing member and updating the positions to reflect organizational changes (CG-1 reorganization, Sector standup, etc.). An updated version of the charter is enclosed for your signature if you approve these changes.

4. The Coast Guard's success in response to Hurricane Katrina can be traced to the strong leadership at all levels of the work force. Leadership development remains a business imperative as you have noted and affirmed through your actions. Despite previous lack of success in the Budget process, I will continue to utilize LAC input to determine and document the resource requirements for this business imperative. Thank you for your continued support and for taking the time to meet with the Council.

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3 Enclosures